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Potential DD Level Objectives

General - Apply to all M&S Offices

1. By 31 December 1975 ensure that each M&S Office has a working and documented forecasting (market research) program regarding the family of services it does (or might) provide. The results of this program should measure customer acceptance and satisfaction with present services, improvements needed in present services, consumer tests of new services, and judgments on services no longer desired or needed.
2. Develop a DD/M&S capital equipment plan (FY 1976-FY 1980) by 31 March 1975, showing the priority ranking of capital equipment and expected return on investment. Measures of priority will include replacement for obsolete capital equipment essential to achievement of the Agency's national intelligence mission, productivity increases expected with new capital equipment and trade-offs between capital equipment purchase and personnel savings.
3. During CY 1974 begin to build a DDM&S long range plan. Identify by 31 October three experimental techniques (e.g., DELPHI, various operations research techniques, market forecasting techniques, etc.) and how they can be used in furthering a DD/M&S long range plan which would be flexible to change.
4. By the end of FY 1975 identify the costs of major services by consumer component for each Office in the DDM&S.
5. During FY 1975 and FY 1976 provide essential support services with a reduction in resource levels.
6. Review 50% in each of FY 1975 and FY 1976 computer output reports generated by/received by your Office and validate the need for the continued output of these reports. By the end of each fiscal year make recommendations to OJCS for deletion of reports which you no longer need.

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7. By the end of FY 1975 have implemented a program which meets the spirit and the letter of the DCI's Letter of Instruction program.

8. Complete a zero base budget review of the DDM&S in FY 1975 with functional areas identified, decision packages formed, levels of effort identified for each decision package, and priority ranking of decision packages by Office.

9. By 31 January 1975 have the planned Data Access Centers (Hqs., Ames, Key) ready for operation, and, by the end of FY 1975 have the priority MAP systems agreed to between OJCS and M&S Offices operating through the DAC's.

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Potential DD Level Objectives

Office of Medical Services

1. By the end of FY 1975 utilize the Assessment Center technique to identify future leaders/managers in one Office (Division) in the DDO of each Directorate.
2. Through the Multiphasic Testing/Periodic Health Examination program provide in FY 1975 screening to 500 more (2,000 in FY 1975 vs 1,500 in FY 1974) Agency employees not now seen on any recurring basis. Evaluate results and add to FY 1974 data base for evaluation of the system.
3. By 30 June 1975 with the aid of OMS' BSS program present written policy clearance standards on new employees taking into consideration the fluid nature of behavioral norms in our society. (Joint with Office of Security)
4. Through the auspices of the BSS program, arrange for the CIA Management Committee to take a searching look at the Agency's own culture during FY 1975. The questions which should be addressed include: Where are we? Where are we headed? How do we get there? What is good in the Agency's culture? What is bad? How do we build on what is good to change what is bad?
5. By 31 January 1975 present a plan which outlines what steps are required to prepare the culture of the Agency to accept the minorities we are recruiting and provide for their progress and development. (Joint with Office of Personnel)
6. By 31 May 1975 examine the pre-employment process, personnel assignment process, even the total personnel management system and develop suitable

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reorganizations in the Offices of Personnel, Security, Medical Services, and Training to provide an Office of Personnel Management Resource Management within the DD/M&S. (Joint with OP, OS, and OTR)

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Potential DD Level Objectives

Office of Medical Services

3. By 30 June 1975, with the aid of the OMS BSS program, develop procedures for assuring that the present fluid nature of behavioral norms in our society ^{is} ~~are~~ appropriately considered in the selection of new employees. (Joint with Office of Security and Office of Personnel.)